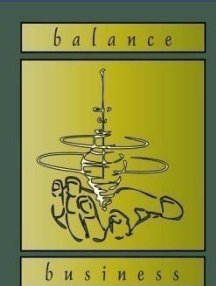




## *CHARTER START WORKSHOPS*

# Business Plan Development



# Workshop Agenda

- ▣ Business Plan Overview
- ▣ Vision, Mission, Values
- ▣ Marketing
- ▣ Governance Structure
- ▣ Staffing
- ▣ Fundraising
- ▣ Budgeting

# Business Plan Overview

- ▣ Purpose of planning
- ▣ Development of strategy
- ▣ Documentation of plan
- ▣ Communication of message

# Vision

- ▣ Something to be accomplished in the future
- ▣ Stretch target
- ▣ Challenging
- ▣ Something people feel passionate about
- ▣ Strategy shared by all stakeholders (parents, board, staff, students, etc.)

# Vision

## Charter School Vision Examples- Handout #1

*Idaho State Department of Education*

### Examples of Visions for Charter Schools

Remember, a vision statement describes what you want your charter school to look like in ideal terms in the future – the results you will be achieving and characteristics your charter school will need to possess in order to achieve those results. The strategic vision statement provides direction and inspiration for charter school goal setting.

#### **George Washington Carver Elementary School, Coral Gables, FL**

*Our vision for George Washington Carver Elementary School is one where children are educated through a collaborative effort among parents, faculty, staff, students, and the community. Our school environment encourages children to take risks and become creative producers without fear of failure. Through cooperation and a unity of spirit, challenges become opportunities where achievements are recognized and celebrated. The potential of all children to become self-directed lifelong learners permeates the expectations of the Carver family.*

#### **Coeur d'Alene High School, Coeur d'Alene, ID**

*Coeur d'Alene High School will forge a new and powerful model of education, ensuring a bright future for its students. Coeur d'Alene High School will be a place where students are motivated to learn with the help of quality instruction and leading-edge technology. Students will graduate with the knowledge and skills they need to compete and excel in an increasingly technology-based world. Families, communities, and educator will come together to prepare knowledgeable citizens for the world of tomorrow. Society will be enriched as everyone contributes to his or her own well-being and that of others. Coeur d'Alene High School commits itself to the vision for its future and the future of its students.*

#### **Wonderland Charter School, State College, PA**

*Wonderland Charter School is a full-day kindergarten only school whose vision is that each child is an individual that requires an educational model to recognize in detail each child's strengths and weaknesses. The traditional 'one-size fits all' educational model allows many children to drop through the crack, not to develop to their full potential, or to develop into discipline problems with a commensurate disdain for school. The education that each child needs to receive has to be geared to their specific needs. Weaknesses must be overcome and strengths must be enhanced to bolster their self-esteem and provide a solid foundation for future schooling. Our vision is to meet each child's needs educationally, emotionally, and socially before they enter first grade.*

# Mission

- ▣ Educational focus specific to your school
- ▣ Goals to further define the mission
- ▣ Present to future
- ▣ Something true today
- ▣ Both internal and external focus



# Mission

## Charter School Mission Examples– Handout #2

*Idaho State Department of Education*

### Examples of Missions for Charter Schools

Your mission statement is a broad description of what you do, with/for whom you do it, your distinctive competence, and WHY you do it. It is a statement that is true today.

#### **EduPreneurship Student Center, Scottsdale, AZ**

*Edupreneurship is dedicated to providing children with an education that will enable them to be successful in today's complex society. Creating a learning environment that is relevant, active, and product-oriented to ensure our children stay turned on and tuned in is essential to the education process. We believe in practicing the precepts of a Democratic society by students holding themselves accountable for their own actions, thus preparing them to be good citizens.*

#### **Neighborhood House Charter School, Boston, MA**

*The Neighborhood House Charter School of Boston believes that the underpinning of change relies on the creation of a learning community, where everyone has something to learn and something to teach. The mission of the school is to develop in each child the love of learning, and ability to nurture family members, friends, and self, the ability to engage in critical thinking, and to demonstrate complete mastery of the academic building blocks necessary for a successful future.*

#### **Public School 2005, Milwaukie, OR**

*The mission of Public School 2005 (PS 2005) is to recognize and nurture all human intelligence so that students and staff of varied cultural and social backgrounds will achieve their full intellectual and social potential. The founders envision a school that creates an inclusive community working together to support student achievement and a strong sense of self-worth. The school will offer a comprehensive educational program by placing a strong emphasis on K-6 core curriculum while infusing second language and the arts. PS 2005 will foster an environment where students, parents, staff, and the community are partners in the educational process and achievement of all children.*

#### **Horizons Community High School, Wyoming, MI**

*We believe that people are empowered by their independent use of information technologies and that they are united by opportunities to share resources and communicate in our local and global communities. In this Information Age, it is essential that Horizons commit to preparing its students to work in an evolving information-centered, global community. Given the rapid pace of technological change and the growth of information technologies in all aspects of our lives, it is critical that students become familiar with the tools of information technology. All students and staff must be competent in using these tools to obtain information, to communicate, and to solve problems.*

# Values

- ▣ Core priorities
- ▣ Describes organization's culture
- ▣ Defines preferred behavior with organization
- ▣ Considerations are values of parents, board, staff, students, community



# Values

## Charter School Value Examples- Handout #3

*Idaho State Department of Education*

### Examples of Value Statements for Charter Schools

---

Values are beliefs that people involved in your Charter School hold in common and endeavor to put into practice. These values guide you in defining and performing your work. Values define behaviors embraced by all stakeholders (board members, administrators, faculty, staff, students, and parents).

#### **The Charter School of San Diego, San Diego, CA**

*CSSD employs individuals who are oriented for success at CSSD. This brief outline of absolute values identifies for the candidate the key concepts upon which the school was established and operates.*

- *Kids come first.*
- *Education at CSSD is personalized, individualized, and high quality.*
- *CSSD is made up of a community of highly professional people. These committed individuals are independent, self-motivated, high-energy people who speak for themselves. They work to create a positive, challenging environment that is centered on teaching and learning.*
- *CSSD is committed to the creation of educational reform models centered on how effective educational organizations run, how teachers teach, and students learn.*
- *CSSD employees are accountable for their work.*
- *People-centered teams focus on supporting quality teaching and learning. Performance is measured on a variety of indicators that include productivity, credit ratio, auditability, quality, performance and commitment to the vision of CSSD.*
- *CSSD is committed to the improvement of the quality of life for students, their families and the community at large.*
- *CSSD uses business principles in managing the school.*

#### **Explore Charter School, Brooklyn, NY**

*At Explore, we set very high goals for our students. At the same time, we believe that how we operate to achieve those goals is just as important as the goals themselves. Therefore, every member of Explore's team is expected to operate using the following organizational operating values:*

*OUR COMMUNICATION IS DIRECT AND SENSITIVE.*

- *Our communication is characterized by active listening and an understanding of different perspectives.*
- *Our tone is patient.*
- *Time and place is considered when raising issues.*

# Marketing

- ▣ Development of a consistent message
- ▣ Link to vision, mission, values
- ▣ Engagement of parents, board, staff, students, community
- ▣ Communication strategy
- ▣ Use of communication tools
- ▣ Implementation process

# Governance Structure

- ▣ Purpose of Steering Committee
- ▣ Transition to Board of Directors
- ▣ Qualifications
- ▣ Recruitment
- ▣ Roles and responsibilities

# Governance Structure

## Board Matrix- Handout #4

### Idaho State Department of Education

Charter School	Board and Committee Member Matrix							
Board Positions	Candidates	Organization	Title or Responsibility	Notes	Board Experience	Parent	Financial	Legal
<b>Executive Committee</b>								
President								
Vice President								
Secretary								
Treasurer								
<b>Committee Chairs</b>								
Development (fundraising strategy, sustainability)								
Marketing and Communications (website, newsletter, PR, brochure, etc.)								
Facilities Management								
Curriculum Development								
Etc.								
<b>Committee Members</b>								
Joanne Smith								
Etc.								
Notes:								

Add candidates by position, add as many lines as you need for each position

Mark qualifications desired for each position with an "x"

List all board positions

If candidate has a desired qualification, note in bold

If candidate has another qualification, note with "+"

Keep a candidate list separate, maybe below and plug them into positions

# Staffing

- ▣ Role of administration
- ▣ Relationship to board
- ▣ Job description
- ▣ Performance management process
- ▣ Status reporting

# Staffing

## Division of Roles between Board and Administrator- Handout #5

*Idaho State Board of Education*

### Division of Roles between Board and Administrator

*Adapted from "Building and Managing an Effective Board of Directors", Center for Nonprofit Management in Southern California*

This chart describes the roles and responsibilities of the board and the charter school administrator in critical areas. Review each entry and revise as based on the specific needs and requirements of your charter school. This chart should be reviewed on an annual basis and updated as necessary.

Responsibility	Board of Directors	Administrator
<i>Legal</i>	<ul style="list-style-type: none"><li>Exercises fiduciary role to ensure that the charter school is properly managed. The board should have a mechanism to validate information from the administrator.</li><li>Maintains legal status; insures the proper paperwork is submitted to governmental agencies.</li><li>Reviews financial and business dealings and exercises proper judgment in self-dealing transactions -- avoidance of conflicts of interest.</li></ul>	<ul style="list-style-type: none"><li>Must provide information to the board to demonstrate that the charter school is well managed.</li><li>Compiles information for annual filing requirements.</li><li>Signals to the board if either of the above situations is likely to occur.</li></ul>
<i>Finance and Accounting</i>	<ul style="list-style-type: none"><li>Approves annual budget.</li><li>Reviews periodic financial reports (balance sheet, income statement, changes in financial position).</li><li>Ensures that proper internal controls are in place.</li></ul>	<ul style="list-style-type: none"><li>Prepares annual budget with input from staff and finance committee.</li><li>Oversees preparation of periodic financial reports.</li><li>Implements proper financial controls.</li></ul>



# Staffing

## Head of School Job Description Example- Handout #6

*Idaho State Department of Education*

### Example of Head of School Job Description

---

The head of school is the sole employee of the board of trustees. In situations with very large schools and multiple divisions and/or campuses, often there is a president and one or more school heads. In those instances, the following job description is "divided" between president and school head(s), as mutually agreed upon by the president and the board of trustees.

**Position Title:** Head of School  
**Reports To:** Charter School Board of Directors

#### **Summary**

The Head of School is responsible for overall operations of the school. S/he is a member ex officio of all standing committees of the Board, represents the Board to faculty/staff and students/families of the school, and sees that the general policies of the Board are understood and followed. S/he hires faculty and administration, holds regular meetings of the faculty and staff, and supervises and coordinates the activities of the entire organization.

#### **Essential Duties and Responsibilities**

The Head of School:

#### **Board Relations**

- Works with the board of trustees, its chair, and its committees in carrying out established school policies; reviews those policies and make recommendations for changes; attends meetings, prepares reports, maintains board records, and keeps trustees informed on all aspects of the school's operation.
- Provides to the board of trustees various scenarios and possibilities for the board to consider as it does its work focusing on the strategic future of the school.

#### **Operations Management**

- Supervises all programs of the school (academic, athletic, ethical, and other extracurricular programs); monitors curriculum, grading, testing, and reporting to parents; prepares for and conducts periodic program evaluations; submits reports to external agencies as required; establishes disciplinary policies and standards of conduct.
- Manages the sometimes competing demands of the various constituencies of the school.

# Staffing

## Performance Plan Example- Handout #7

*Idaho State Department of Education*

### Performance Management Plan Example

Employee Information		Performance Review Information	
Name:		Period Evaluated:	
Position:		Reviewed By:	
Employee Salary:		Review Date:	
Manager:		Next Review Date:	

#### Position Plan/Responsibilities of Job

Insert relevant job responsibility information here ...

Overall Rating	Outstanding	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory

#### Manager/Reviewer Comments

Insert comments from manager/reviewer here ...

#### Manager Signature: \_\_\_\_\_

Signature indicates manager set objectives and measures for the coming year and conducted the annual review.

#### Employee Comments

Insert comments from employee here ...

#### Employee Signature: \_\_\_\_\_

Signature indicates employee has received annual review and objectives and measures for the coming year.

# Staffing

## Status Report for Board Members and Administration Example- Handout #8

Idaho State Department of Education

### Example of Status Report for Board Members and Administration

#### REPORT NAME

Date of Report

*Leader or Manager Authoring Report:* <Name>

*Distribution List for Report:* <List of Names in Audience for Report>

#### *Scope of Responsibilities:*

A brief description of the scope of the committee, task force, or position.

#### 1. Summary

A brief statement of performance covered since the last report. Summary should be bulleted and no more than 5 key points.

#### 2. Milestones Achieved since Last Report

Goal/Objective/Task	Target Date	Completion Date
Description of goal, objective, or task		

#### 3. Milestones Scheduled For the Next Reporting Period

Goal/Objective/Task	Target Date	Current Status
Description of goal, objective, or task		

# Fundraising

- ▣ Development
  - Whose job is fundraising?
- ▣ Stakeholders
  - Who benefits directly and indirectly?
- ▣ Resources
  - What funding is available?
- ▣ Strategy
  - How do you develop a plan?

# Fundraising

## Fundraising Plan for Charter Schools Example- Handout #9

*Idaho State Department of Education*

### Example of Fundraising Plan for Charter Schools

---

A fundraising plan sets goals for the charter school's income, typically over a three to five year period. The plan should incorporate specific objectives and action steps that will help the charter school acquire and effectively use the financial resources it needs.

#### *Summary*

The goal of this overview is to lay out a strategy of fundraising that combined with tuition revenue will create financial sustainability for the Charter School. Fund development is an ongoing, rewarding process that engages all staff and every board member in some way. This document (and attachments) will become part of the Strategic Plan and should be reviewed and updated on a regular basis by the Development Committee of the Board of Directors.

Fund development provides a mix of funding that will sustain basic operations, allow for expansion of educational programs, and generate sufficient cash flow to cover operating costs. Activity associated with strengthening fund development should be taking place every day at the Charter School. It is vital to the sustainability of the school to place as high a priority on fund development as any other organizational component.

To some, fund development means having a bake sale or applying for a grant. It can and should be so much more. Fund development does include those activities, but *effective* fund development produces more than money. Fund development includes building stronger relationships, helping Board members feel comfortable asking for money, and understanding the interests of Charter School donors.

This overview will outline fundraising areas and will show projections of what needs to be raised in each area. Each area has a committee associated with it that will determine the goals and timeline for each fundraising activity. The Development Committee of the Board oversees all of the fundraising activities. The importance of preparing monthly progress reports cannot be stressed enough. These reports, prepared by the Development Director, are essential to monitoring the plan by comparing the actual results of fundraising activities with the projected incomes of each area. This information allows us to focus on activities that are productive and intervene in areas that are not.

Each year the Head of School, Development Director and the Board Development Committee work together on the development plan for the year to come and provide to the Board a written evaluation of the past year's development efforts.

# Budgeting

- ▣ Business management responsibility
- ▣ Operating budget
- ▣ Role of Board Treasurer
- ▣ Financial reporting



# Budgeting

## Profit and Loss Budget Example- Handout #10

*Idaho State Department of Education*

### Profit & Loss Budget Example

	Month 1	Month 2	Budgeted School Year 1
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4100 - Tuition Revenue			
4300 - Fees			
4500 - Investment Income			
4510 - Interest-savings/short-term Inv			
Total 4500 - Investment Income			
4900 - Miscellaneous revenue			
<b>Total Income</b>			
<b>Expenses</b>			
5100 - Salaries & wages			
5110 - Officers & directors salaries			
5115 - Director of Development			
5120 - Salaries & wages - Full-time faculty			
5130 - Salaries & Wages - Part Time faculty			
5150 - Temporary help - Subs			
Total 5100 - Salaries & wages			
5200 - Payroll Expenses			
5210 - Payroll taxes			
5220 - Employee benefits			
5230 - Professional fees (audit)			
Total 5200 - Payroll Expenses			
5300 - Curriculum Expenses			
5310 - Curriculum Materials			
5315 - Supplies			
5310 - Curriculum Materials			
Total 5310 - Curriculum Materials			
5340 - Telephone & telecommunications			
5350 - Postage, shipping, delivery			
5370 - Printing & copying			
Total 5300 - Curriculum Expenses			
5400 - Occupancy expenses			
5410 - Rent			
5420 - Parking			
5430 - Utilities			
5440 - Janitorial			
5450 - Building Maintenance & Repairs			
Total 5400 - Occupancy expenses			
5900 - Office & Misc expenses			
5910 - Bank Fees			
5920 - Insurance (non-employee)			
5930 - Membership dues (PHAIS)			

The Balance Business      Page | 1      p&ludgetexample

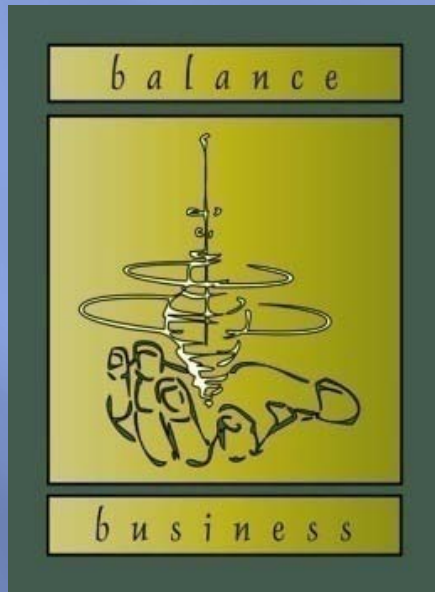
Handout #10

# Supporting Documentation

- ▣ Vision, Mission, Values Examples
- ▣ Board Skill Set Matrix
- ▣ Division of Roles
- ▣ Job Description
- ▣ Performance Management
- ▣ Status Reporting
- ▣ Fundraising Plan
- ▣ Budget Example

# Workshop Summary

- ▣ Business Plan Overview
- ▣ Vision, Mission, Values
- ▣ Marketing
- ▣ Governance Structure
- ▣ Staffing
- ▣ Fundraising
- ▣ Budgeting
- ▣ Evaluation Process



Beth Geagan  
210 N 6th Street  
Boise, Idaho 83702  
208-424-6665  
208-863-7029

[bgeagan@thebalancebusiness.com](mailto:bgeagan@thebalancebusiness.com)